



Charleston County Public Schools

Superintendent Search
Finding a Leader for Your Future

Community Engagement Report
April 24, 2023
Dr. Kevin Castner and Dr. Percy
Mack

Charleston County Schools

Community Engagement Objectives

- Build community understanding and support for the Superintendent search process
- Ensure the broadest possible community participation in the Superintendent Search process
- Identify experiences, qualities, and characteristics the next Superintendent should possess and demonstrate
- Identify the perceived strengths and challenges of CCSD

Structure of Engagement Activities

- BWP Associates facilitated 4-day Community Engagement Outreach (4/13, 4/18, 4/19/ 4/20).
- Community Engagement involved School Board members, School and County employees, Students, Parents, elected officials, Constituent Boards, community leaders and eight public Forums.
- Two hundred-twenty- eight shared responses to three questions; 21 emails received.
- The online survey received 930 responses.



Engagement Meetings and Interviews

- Recorded responses from approximately 249 people who participated in meetings or sent emails;
- Looked for themes and patterns that were uniquely relevant and insightful, and
- These “prominent responses” are listed in the report and the following slides provide highlights.

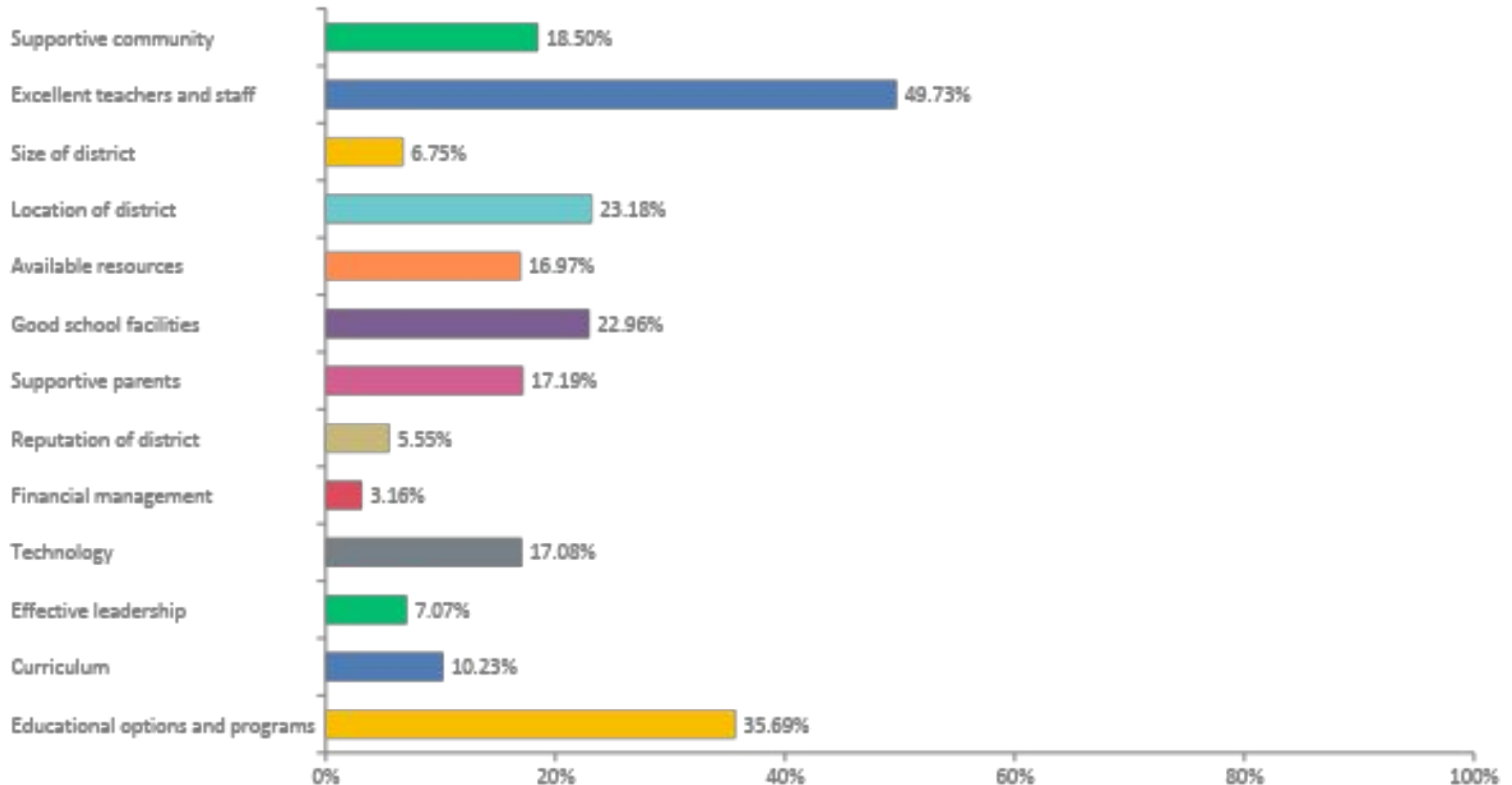




**Charleston County School District
Superintendent Search Survey**

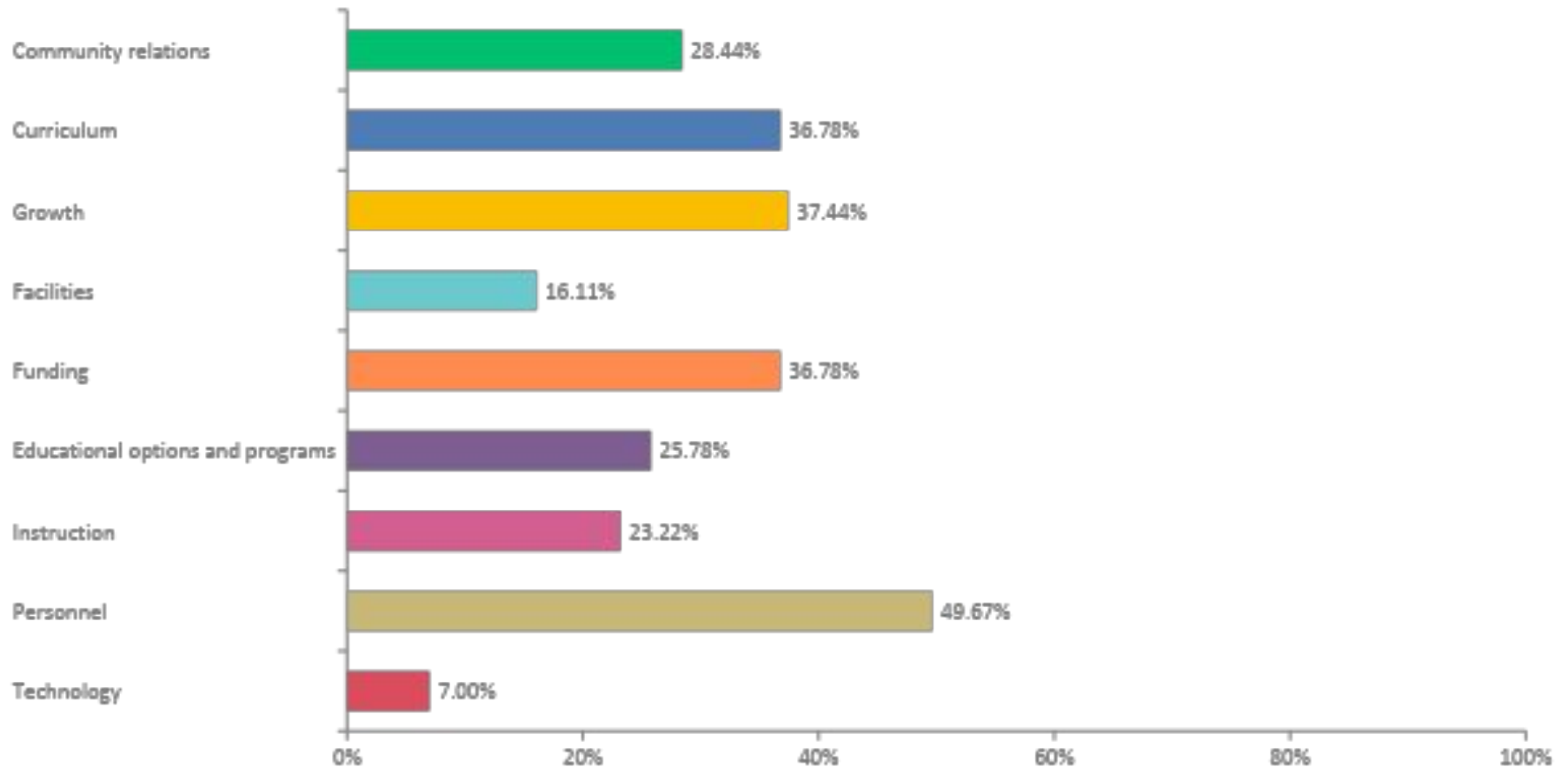
Q1: Select at least one but no more than three most significant strengths of the Charleston County School District.

Answered: 919 Skipped: 0



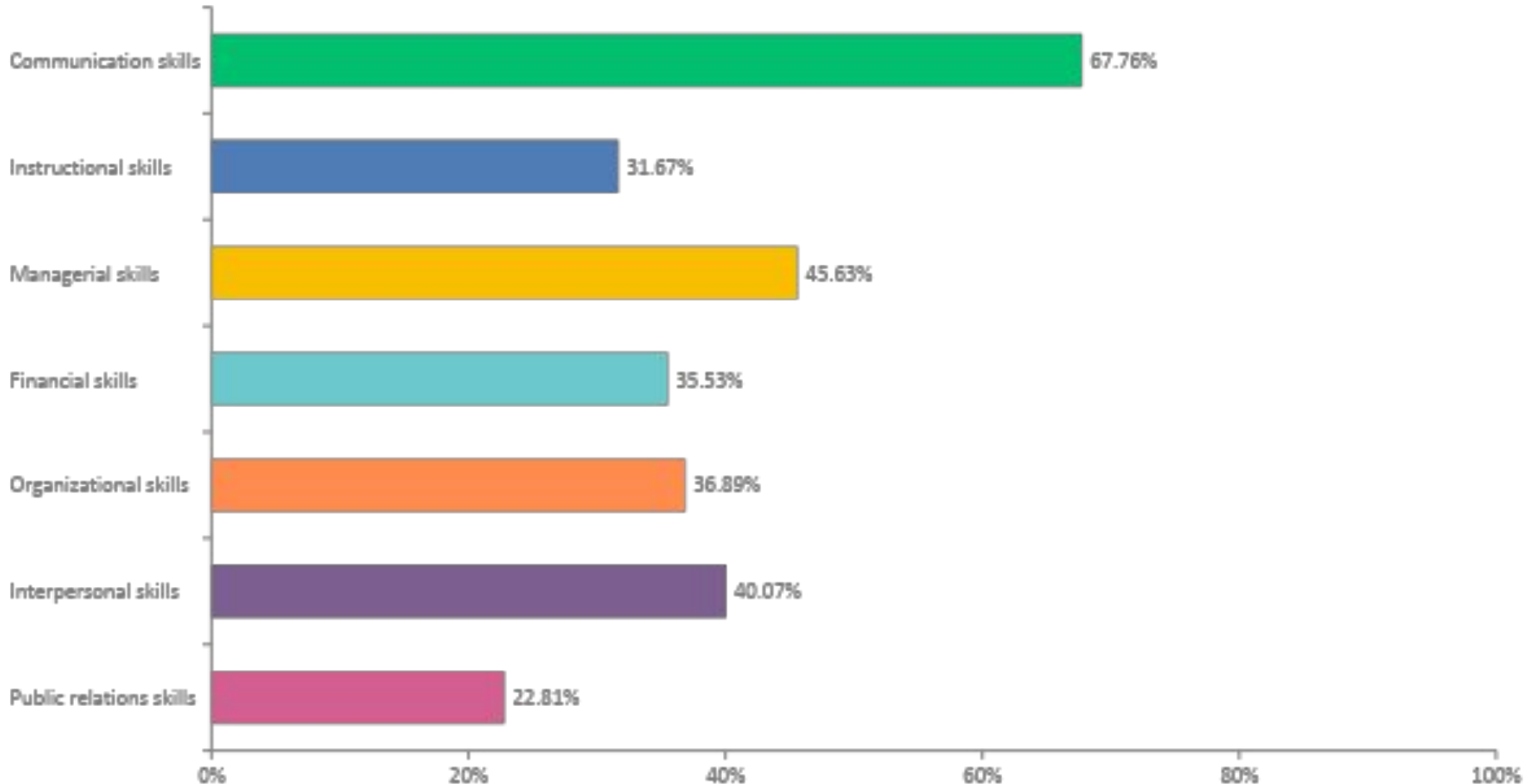
Q2: What do you consider to be the most important issues or concerns facing the Charleston County School District in the next five years? Select at least one but no more than three.

Answered: 900 Skipped: 19



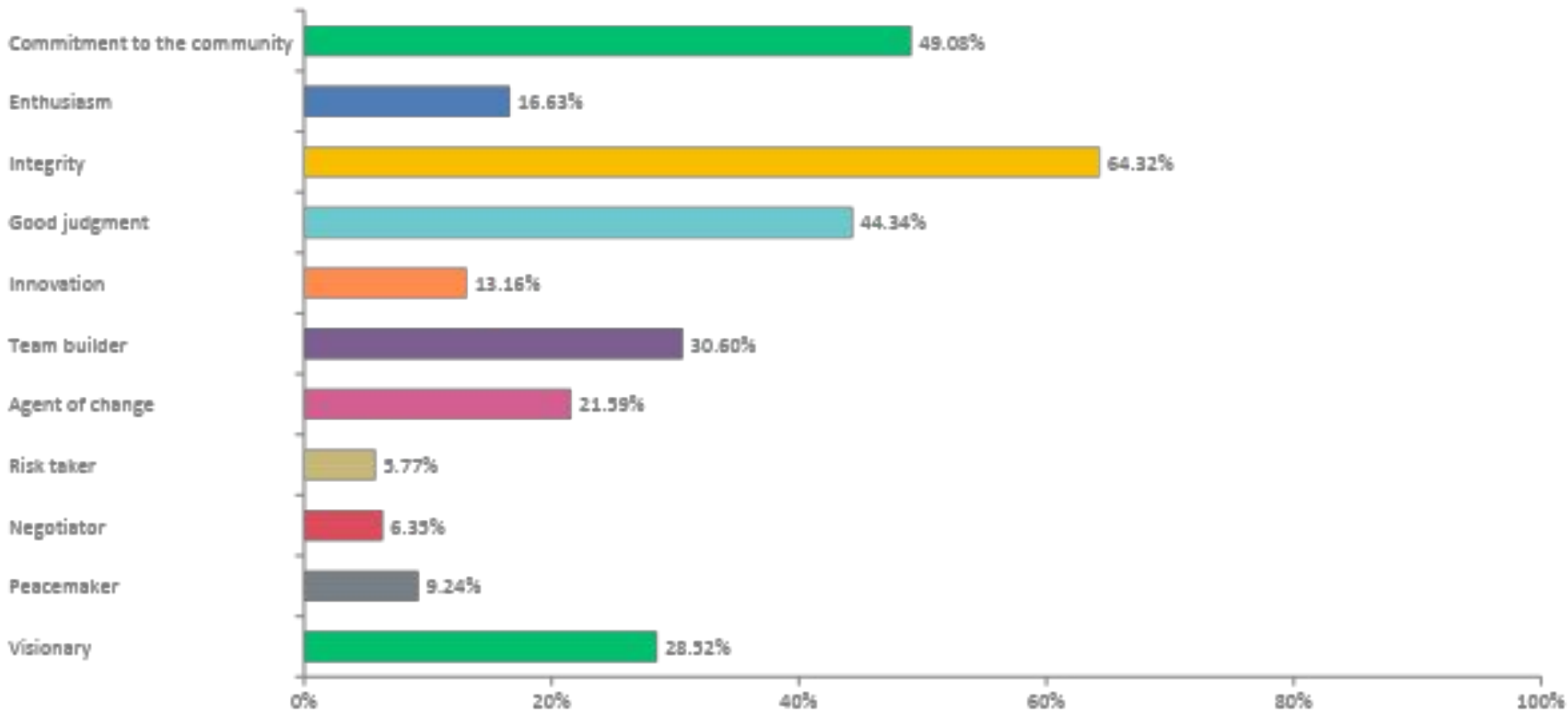
Q3: Select at least one but no more than three most important leadership skills you would like a superintendent to have.

Answered: 881 Skipped: 38



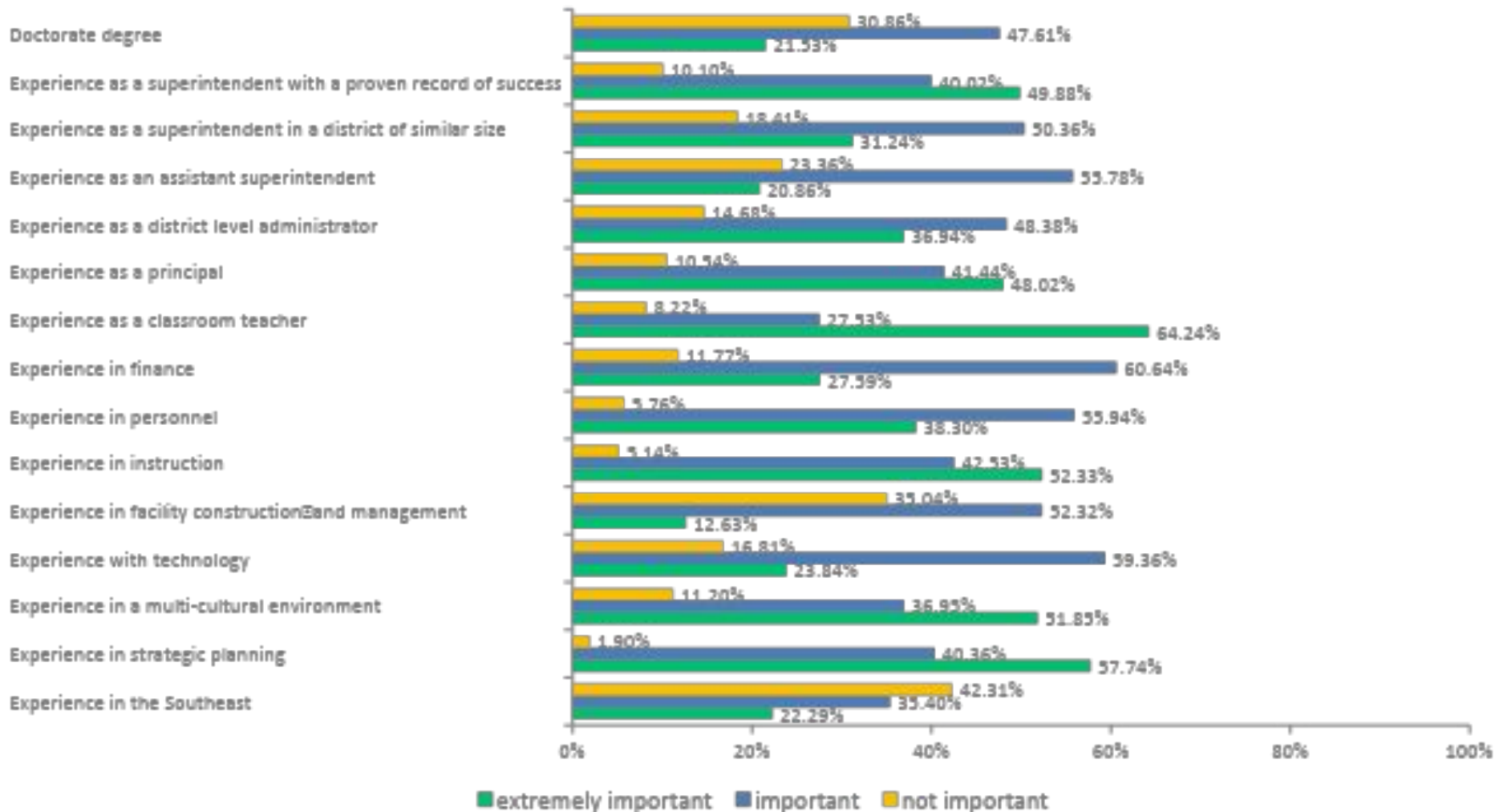
Q4: Select from the list below the three most important characteristics you would like a superintendent to exhibit.

Answered: 866 Skipped: 53



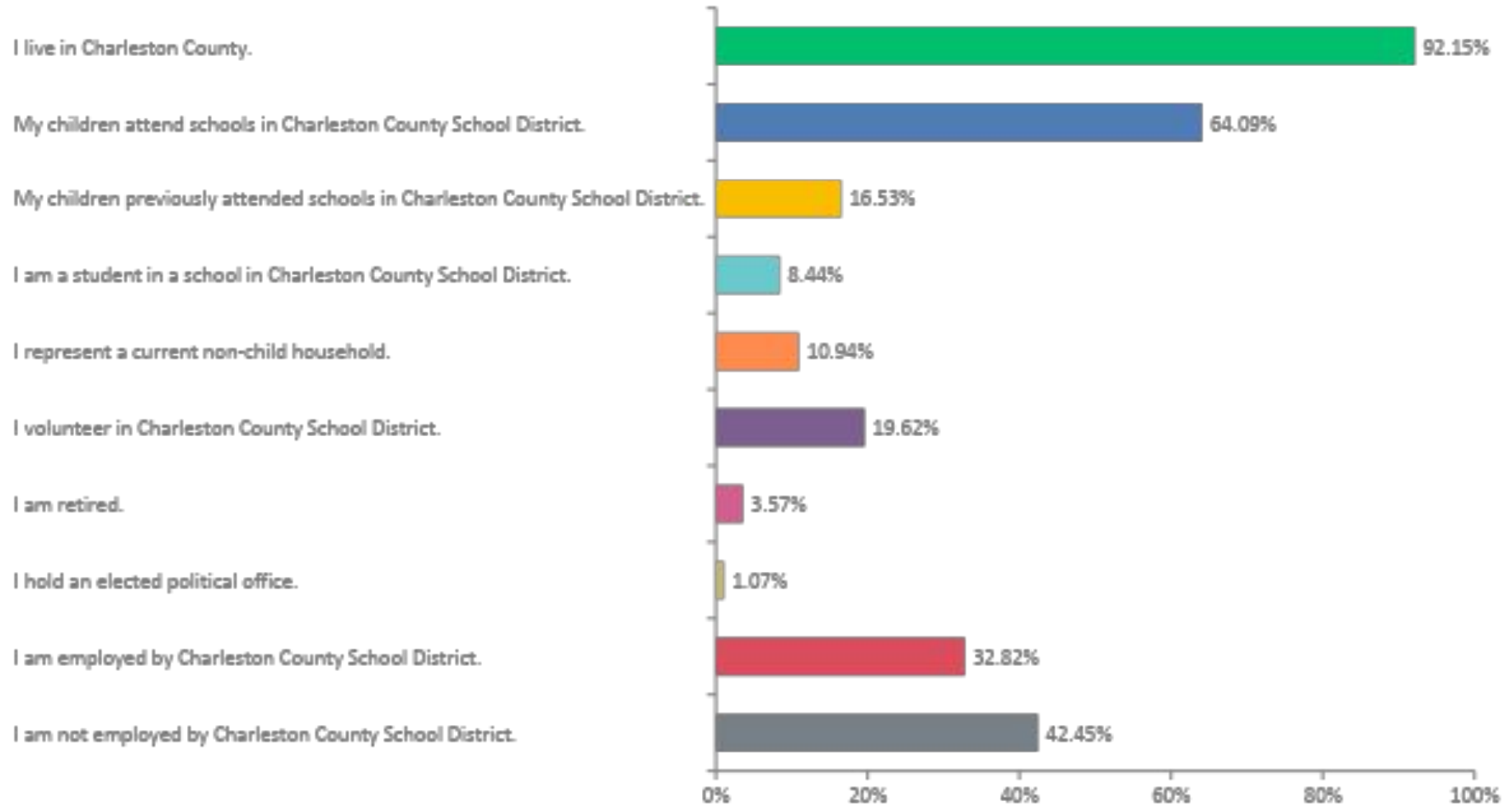
Q5: For each of the items below, indicate whether you believe the item is either extremely important, important, or not important in the new superintendent.

Answered: 843 Skipped: 76



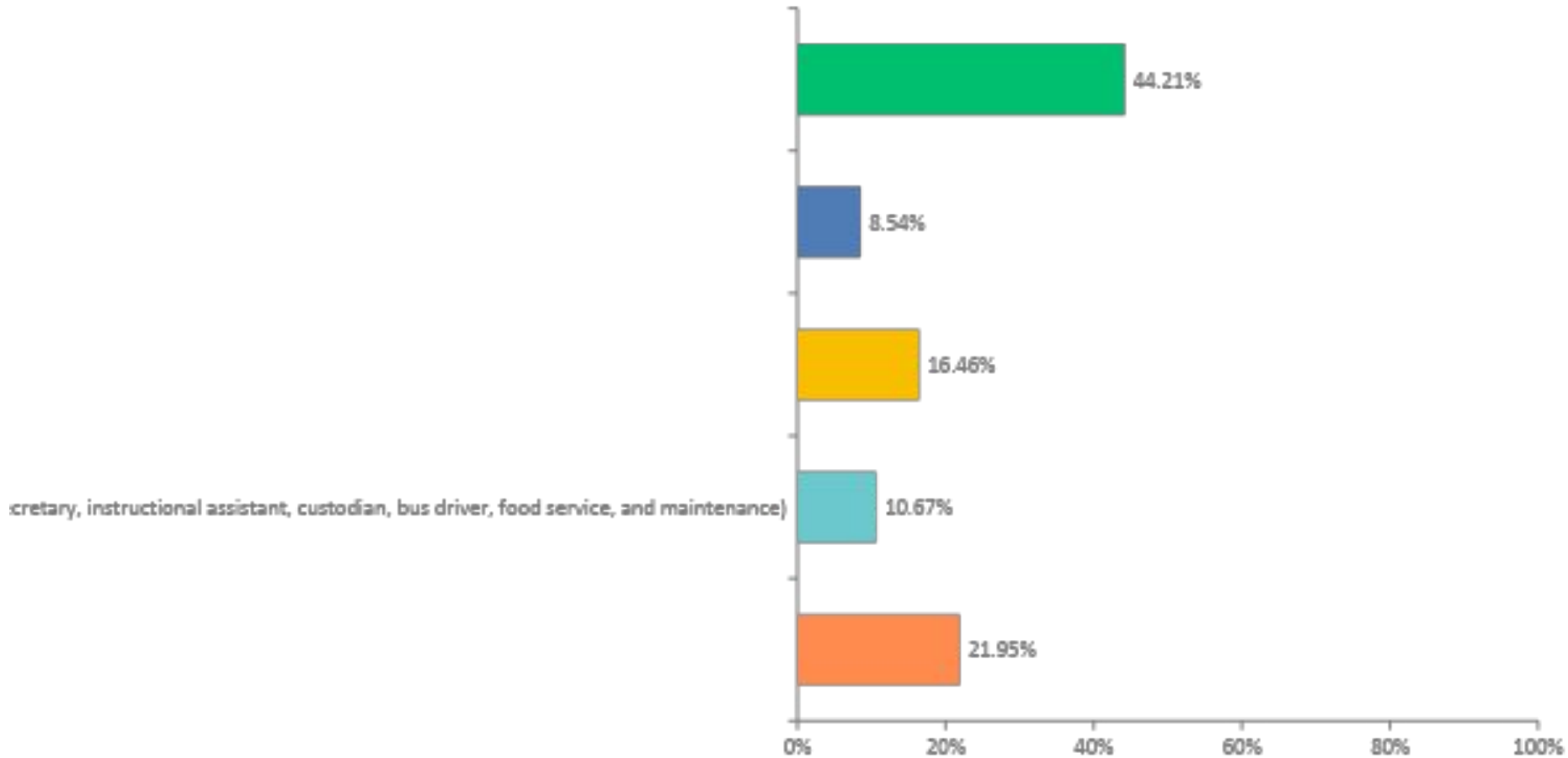
Q6: Please indicate all which apply to you.

Answered: 841 Skipped: 78



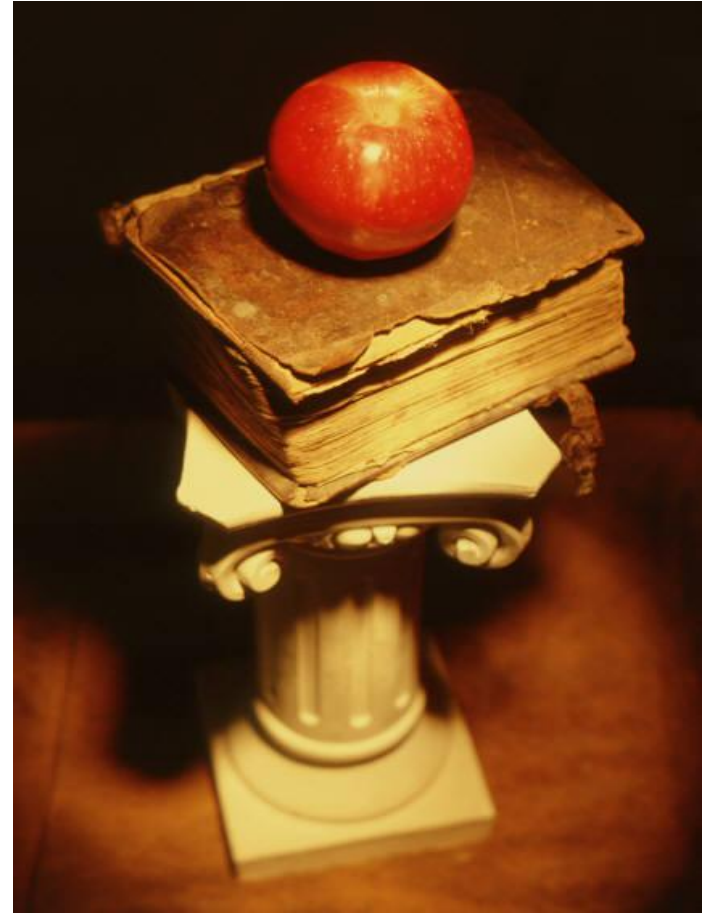
Q7: If you are employed by Charleston County School District, please specify your position.

Answered: 328 Skipped: 591



Three Questions Posed to Participants

1. What are the strengths of CCSD?
2. What are the greatest issues, concerns, and challenges facing CCSD?
3. What experiences, qualities and characteristics will the next superintendent need to possess and demonstrate?



Charleston County Schools “Strengths”

- Excellent quality teachers, principals and staff
- Supportive community
- Support – well funded
- Great community; sense of community; location
- Great diverse group of students
- Educational options and programs
- Forward thinking and innovative instructional practices

Charleston County Schools Challenges-Issues-Concerns

- Addressing meeting the needs of diverse groups of students – “one size does not fit all”
- Addressing achievement gaps
- Perception “unique” Constituent Boards cause structural division in District
- Lack of cohesiveness in district
- Lack of unity of the Board members interferes with focus on students
- Attracting, retaining and placement of staff /Personnel Issues – 50%

Building the Leadership Profile

After reviewing survey data and organizing prominent responses from community engagement feedback, the Search Team drafted a Leadership profile that describes *the experiences, qualities, characteristics, skills and knowledge* the next Charleston County Superintendent must possess and demonstrate.

The Leadership Profile is organized into four areas:

- Instructional Leader,
- Effective Communicator,
- Collaborative Manager
- Personal Qualities

What follows is the *Draft Leadership Profile* for review and approval.

Leadership Profile

Overview

The Charleston County School District (CCSD) is seeking an innovative, visionary, committed servant leader who will work in partnership with diverse community stakeholders to promote equitable opportunities for all students in an environment of trust and transparency. A proven record of success as a superintendent is preferred.

The successful candidate will have the following characteristics and skill set in these areas:

Demonstrated Qualities and Characteristics

“Instructional Leader”

- Possesses strong instructional expertise and deep understanding of the entire PK – 12 continuum.
- Is skilled in using data and other relevant information to assess the effectiveness of instructional programs.
- Has had successful direct experience in closing achievement gaps.
- Has worked in an environment that includes charter, magnet and traditional neighborhood schools.
- Has significant teaching and other leadership experience.

Demonstrate Qualities and Characteristics

“Effective Communicator”

- Is a consensus builder who has the ability to engage multiple stakeholders having differing perspectives.
- Demonstrates excellent interpersonal, communications and media skills.
- A visible and approachable leader who is willing to work with all segments of the community.
- Is an active listener who promotes transparency and active communication and works to build trust and support.
- A thoughtful decision-maker who will listen to divergent points of view before making a final decision.
- Is a strong advocate for students who will rally the entire community around its public schools.

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Demonstrate Qualities and Characteristics

“Collaborative Manager”

- Has “hands-on” experience with strategic and long- range planning.
- Has practical expertise in fiscal planning and accountability and in support areas such as human resources, facility management, transportation and school safety.
- Understands organizational structure and the importance of the alignment of programs, expectations and accountability.
- Shows a record of success in working with diverse student and community populations.
- Has directed and participated in meaningful systemic change and understands the dynamics of change.

Demonstrated Qualities and Characteristics

“Personal Qualities ”

- Sincerely believes that ALL children can learn.
- Works with honesty, integrity, and transparency.
- Consistently acts in the best interests of children.
- Builds trusting relationships with stakeholders and will actively be visible in the schools and engage students.
- Demonstrates adaptability and flexibility.
- Seeks to be a visible and active part of the greater community.
- Truly values people and the contributions they can make to the district.

Planned Next Steps in CCSD Search Process

Specifications: Completed April 24, 2023

Board approves Leadership Profile

Recruitment/Assessment: May 1, 2023, application deadline

BWP receives/reviews applications

BWP screens applicants/completes reference checks

BWP prepares slate of candidates/present recommendations May

Selection:

Board selects and schedules interviews with candidates

Board conducts 1st round of interviews – May

Board selects 3 finalists – May

Board selects new superintendent/negotiates contract – June

Board Introduces new superintendent to community – June

Superintendent begins on or before August 1, 2023